

ABSTRACT

This study examines factors that influence White Supremacy Culture, a potential modern discrimination within multinational companies (MNCs) local subsidiaries in Malaysia. Over the years, Malaysia foreign direct investments (FDI) grew substantially, with MNCs from the United States and countries from the Europe being the important sources of Malaysian FDI. As a result, the use of white expatriates from the western countries to hold key posts in local subsidiaries has increased, with the aim to facilitate managerial and technical development as well as knowledge transfer to Malaysians. However, as time goes by, the decision power and autonomy of the local subsidiaries of MNCs are still being dominated by the white expatriates. This situation may potentially create a “glass ceiling” that hinders upward organisational mobility of Malaysian employees.

This study has adapted the integrated model of incivility proposed by Cortina (2008) as the model of modern discrimination, an unseen justice occurs in organisations. The results revealed that Barrier of Ethnicity was positively related to the perceived White Supremacy Culture. Participative Decision-Making Opportunities, on the other hand, was found to be negatively influenced to the perceived White Supremacy Culture. However, Job-Focused Impression Management Tactics did not show significant influence to the perceived White Supremacy Culture. Collectively, these three variables, Barrier of Ethnicity, Participative Decision-Making Opportunities and Job-Focused Impression Management Tactics were found to be acceptable fit to

predict the proposed conceptual model for the existence of White Supremacy Culture in local subsidiaries of MNCs.

These findings laid a platform for both researchers and practitioners to understand the dimensions of modern discrimination in MNCs. They point to clear recommendations for MNCs management teams to assimilate the influences of modern discrimination from different levels, individual, organisation and society, in creating workplaces that drive fairness and equality to each and every employee.

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